



Arizona Office of Tourism  
1110 W Washington Street, Suite 155  
Phoenix, AZ 85007  
Attention: Procurement/Purchasing  
(602) 364-3709

**Grant: Fiscal Year 2009 Teamwork for Effective Marketing (TEAM)**

**Due Date: Grant Applications must be received at the AOT office no later than  
5:00 p.m. Friday, April 18, 2008**

**Application Guidelines**

**OFFICE LOCATION**

Arizona Office of Tourism  
1110 W Washington Street, Suite 155  
Phoenix, AZ 85007  
Attention: Mary-Ellen Kane

**Agency Contact**

Mary-Ellen Kane  
Procurement Manager

**Telephone Number:** (602) 364-3709

**Fax Number:** (602) 364-3702

**E-Mail:** [mkane@azot.gov](mailto:mkane@azot.gov)

**ARIZONA OFFICE OF TOURISM  
TEAMWORK FOR EFFECTIVE MARKETING GRANT**

**Purpose**

The Teamwork for Effective Arizona Marketing (TEAM) grant program provides communities, tribes and tourism organizations with matching grant funding to help stimulate and expand travel and tourism throughout the state.

The TEAM grant program provides financial assistance for development of effective tourism promotion projects at the local, regional and statewide level. These tourism promotion activities, in combination with the international, national and regional marketing efforts of the Arizona Office of Tourism (AOT), are intended to manage a sustainable tourism industry throughout Arizona.

AOT works with Destination Marketing Organizations (DMOs), regional tourism organizations, statewide tourism associations and tribal entities to achieve these goals.

The strategic mission of the TEAM Grant Program is to help communities achieve their vision to improve the local economy by strengthening Arizona's tourism partnerships and extending the State's brand to position Arizona as the preferred travel destination.

**These documents supersede all guidelines issued for any previous fiscal year TEAM grant program.**

## TABLE OF CONTENTS

Eligibility.....	1
Funding.....	1
Agency Initiatives Project Guidelines.....	2
Application Guidelines.....	5
General Project Guidelines.....	11
Evaluation Criteria Guidelines.....	12
Reimbursement Guidelines.....	13
Dissolution of Chamber of Commerce or Non-Profit Organization .....	14
Project Effectiveness Guidelines.....	14
Failure to Comply.....	14
Exhibits	
A - TEAM FY2009 Application.....	16
Section A - Applicant Administrative Information	
Section B - EZ Advertising	
Section C - Additional Project Elements	
B - FY2009 AOT Initiative Direct Incentive Funding Form.....	26
C - FY2009 Affidavit in Support of Application.....	27
D - FY2009 Verification Clause.....	28
E - FY2009 Reimbursement Request Form.....	29
F - FY2009 Project Effectiveness Form.....	32
G - Arizona “Grand Canyon State” Logo Guidelines.....	33
H - EZ Advertising Publication Profiles.....	34
I - TEAM Application Checklist.....	43

## 1 Eligibility

To qualify for TEAM grant program funding, organizations must be exempt from federal income tax under section 501(c)3 or 501(c)6 of the Internal Revenue Code. Applicants must include a copy of their documentation from the Internal Revenue Service with the application that identifies the organization's 501(c)3 or 501(c)6 status. Applicants shall not use the 501(c)3 or 501(c)6 status of another organization. Tribes and municipalities are exempt from the 501(c)3 or 501(c)6 status requirement as they are government entities. **Applicants must also meet the criteria of at least one of the following three categories:**

1.1 An Arizona based Destination Marketing Organization (DMO) – an incorporated not-for-profit organization or governmental unit that is responsible for the tourism promotion and marketing of a city, town, or region on a year-round basis. Only one DMO will be awarded funds per city, town or region.

1.2 An Arizona based statewide tourism association that represents entities that rely on tourism-related business for a majority of their income.

1.3 Tribal tourism entities that wish to market existing tourism attractions and tourism facilities.

## 2 Funding

AOT will provide up to 50 percent in matching funds for awarded grant applications. Combined matching awards for Individual and Regional applications cannot exceed \$40,000 per applicant. Combined matching awards for Individual with a Not-For-Profit Partner and Regional applications cannot exceed \$60,000 per applicant.

2.1 Individual Applications: Individual applications are eligible to receive up to \$30,000 in matching funds. Each individual entity can have a maximum of two applications (one Individual and one Regional application). Those entities having two applications cannot exceed \$40,000 as the combined total award from AOT. For example, if an entity submitted an individual application for \$30,000 and a regional application in which they contributed \$40,000, the maximum amount that could be awarded to the entity for both applications is still \$40,000. Regardless of the number of applications, no one individual entity may receive more than \$40,000.

2.2 Individual with a Not-For-Profit Partner Applications: Individual with a Not-For-Profit Partner applications are eligible to receive up to \$50,000 in matching funds. Only DMO's that submit an application for a coordinated marketing effort with a local not-for-profit tourism organization are eligible. The partnership must be included in the DMO's marketing plan. Each individual entity can have a maximum of two applications (one Individual with a Not-For-Profit Partner and one Regional application). Those entities having two applications cannot exceed \$60,000 as the combined total award from AOT. For example, if an entity submitted an Individual with a Not-For-Profit Partner application for \$50,000 and a regional application in which they contributed \$40,000, the maximum amount that could be awarded to the entity for both applications is still \$60,000. Regardless of the number of applications, no one individual entity may receive more than \$60,000.

- 2.3 Regional Applications: Regional applications are eligible to receive up to a maximum of \$130,000 in matching funds cumulatively for all partners in the region. A region consists of a group of three (3) or more incorporated, non-profit organizations or governmental units that promote three (3) or more communities as a single regional tourist destination. Regions are not limited to those marketing regions previously identified by AOT for promotional purposes. Each regional partner must be the designated DMO for its respective community.
- 2.3.1 All participating DMOs must have a verifiable tourism marketing budget no later than July 1, 2007; thereby demonstrating that the DMO is an established entity.
  - 2.3.2 The maximum award amount is \$40,000 per eligible entity and \$130,000 for the region.
  - 2.3.3 Each regional partner must contribute a minimum of \$1,000 in matching funds.
  - 2.3.4 All regional applications must provide evidence that the region can support a five-day tourist-oriented itinerary and a combination of at least 500 hotel beds, campground sites and/or recreational vehicles sites within the region. This documentation must be included in the Supporting Documentation, Section E, of the application.
  - 2.3.5 All regional advertising and promotional projects receiving funding through the TEAM grant program must incorporate product information and the names of all participating regional partners.
  - 2.3.6 Effective with the FY2009 TEAM grant, 10 additional points are not available for regional applications.
- 2.4 Matching Dollar Requirement: The TEAM applicants' matching funds must be equal to at least 50 percent of the total project budget. Applicants may not use state funds received from any state agency as matching funds for TEAM. Any TEAM Grant awarded for FY 2009 will be automatically revoked if any portion of the match is provided with any other state funds.

### 3 **Agency Initiatives Project Guidelines**

AOT is encouraging TEAM applicants to develop strategic and innovative projects by providing direct incentive funds of up to \$5,000 (no matching funds required), for projects that incorporate one of the following AOT initiatives: Branding, Arizona Origins or Go Green. Direct incentive funds will be awarded in addition to the matching funds for the eligible project.

The AOT Initiative Project must be a component of a project identified in **Section C: Additional Project Elements** of the TEAM application. Applicants wishing to apply for direct incentive funds must complete the TEAM FY 2009 AOT Initiative Funding Request Form and submit it with the completed application. Only one project from each TEAM applicant will be considered for direct incentive funds. The project will be evaluated within the context of the entire TEAM application by the evaluation committee. Applications that do not score high enough for TEAM Grant funding are not eligible for direct incentive funds.

Matching requirements must be met in order for the AOT initiative project to receive direct incentive funds. Direct incentive funds **may not** be used for the match. Direct incentive funds will be reimbursed at the completion of the TEAM project. Direct incentive funds shall not exceed \$5,000 or the total cost of the project, whichever is less.

For example, if the TEAM project totals \$13,000, based on the TEAM grant program 50% matching dollar requirement, the TEAM applicant would be eligible to receive \$6,500. However

if the project qualifies as an AOT initiative project, the TEAM applicant would be eligible to receive direct incentive funds of up to \$5,000, for a total award amount of up to \$11,500. After the award, but before the project commences, the AOT Initiative Project must be submitted for final review and approval by AOT. The AOT Initiative Project must be completed and paid for before the TEAM participant can receive reimbursement and the direct incentive funds.

3.1 Branding: AOT created a recognizable and distinguishable brand that embodies the core brand promise for Arizona: *Inspiring Unforgettable Southwest Moments*. Through AOT incentive funds, AOT is encouraging communities to define their own place within the Arizona brand. **Only Print Placement/Production projects as outlined in Section C: Additional Project Elements are eligible.** The advertisement must be designed to represent one of the following AOT brand dimensions:

- Unexpectedly Exhilarating Signature Scenery
- Rejuvenating Open-Air Lifestyle
- Timeless Discoveries
- Vibrant Variety

3.1.1 Key Elements - Projects will be evaluated using the following key elements of the brand dimension.

3.1.1.1 Unexpectedly Exhilarating Signature Scenery

- Foreground framing background
- Contrast of hard, soft shapes, shadows and highlights
- Dramatic scale, experiential and awe inspiring
- Sense of surprise
- Natural saturation of color

3.1.1.2 Rejuvenating open air lifestyle

- Natural, un-posed, open and airy
- Grounded by human component
- Dominance of light fields over dark
- Sense of movement
- Natural saturation of color

3.1.1.3 Timeless Discoveries

- One strong dominant shape
- True heritage elements
- Rough and aged; richly textured natural materials
- Revealing highlights
- Authentic, not staged
- Unexpected and unique

3.1.1.4 Vibrant Variety

- Saturated, bold and contrasting colors
- High energy
- Expression of Creativity
- Deliberately framed, straightforward and full of movement
- Warm fresh colors
- Layering, juxtaposition of different elements

For additional information on the brand dimensions and key elements please refer to the following website, [www.azot.gov/branding/](http://www.azot.gov/branding/)

- 3.2 Arizona Origins: Arizona Origins is a new geotourism initiative launched by AOT. The initiative focuses on the State's unique cultural, environmental, historical and heritage assets, bringing a more holistic approach to celebrating these uniquely Arizona attributes. AOT is encouraging communities, organizations and regions to develop Arizona Origins projects. **Only Product Development projects as outlined in Section C: Additional Project Elements are eligible.**

Arizona Origins projects must meet the following criteria to be eligible for direct incentive funds:

- Demonstrate an understanding of broad "Geotourism" and "Arizona Origins" concepts and how the project supports the concepts.
- Demonstrate efforts to sustain or enhance the geographical character of a place – its environment, culture, aesthetics, heritage, and the well-being of its residents.
- Demonstrate the ability to promote conservation and extend the principle beyond nature travel to encompass culture and history, as well as all distinctive assets of a place.
- For regional applications only: Demonstrate the ability to collaborate with other Arizona Origin products to collectively provide a unique, enhanced experience.

For additional information on Geotourism please reference the Geotourism toolkit at <http://www.azot.gov/section.aspx?sid=49>. Additional information on Arizona Origins may be found at [www.ArizonaGuide.com](http://www.ArizonaGuide.com).

- 3.3 Go Green: AOT is encouraging communities and organizations to develop programs that make a commitment to continuously improve their operations in order to reduce their environmental impact.

Go Green projects must meet the criteria of **one** of the Project Elements listed below to be eligible for direct incentive funds.

3.3.1 Strategic Planning and Research

The project must be developed for one of the two following purposes:

- Develop a plan to reduce environmental impact created as a result of tourism. The plan must include at least three measurable strategies.
- Conduct primary research to discover possible causes of, or solutions to, environmental impact related to tourism.

3.3.2 Product Development

- Project must be developed for the purpose of reducing environmental impact related to tourism.

3.3.3 Printed Materials

- Project must be developed for the purpose of reducing environmental impact related to tourism by using paper in production that contains post consumer recycled content.

For additional information on Go Green practices visit [www.epa.gov](http://www.epa.gov) and [www.fscus.org](http://www.fscus.org).

#### 4      **Application Guidelines**

A copy of the application is provided in Exhibit A. This form is also available on-line at [www.azot.gov](http://www.azot.gov) under the Grants section. Only the official TEAM FY2009 application form will be accepted. The application is divided into five (5) sections labeled A through E.

##### 4.1      **Section A: Applicant Administrative Information**

- 4.1.1      Entity Name: The name of the applicant must be the same as it appears on the incorporation, federal tax exemption or the state charter.
- 4.1.2      Mailing Address: Provide a mailing address that can be used by AOT for routine correspondence.
- 4.1.3      Physical Address: Provide a street address (no P.O. Boxes) for deliveries.
- 4.1.4      County: Identify the county in which the applying organization is located. In the case of regional applications, list all counties included under the application.
- 4.1.5      Project Coordinator's Name and Title: The Project Coordinator responsible for administering the project and the day-to-day contact for AOT. This individual is responsible for submitting all necessary documentation throughout the year-long effort of this project and must be familiar with the specifics of the TEAM grant program as well as the application submitted.
- 4.1.6      Project Coordinator's telephone number, fax number, and e-mail address.
- 4.1.7      Federal Identification Number.
- 4.1.8      Matching Funds Requested.
- 4.1.9      Type of Application: Individual, Individual with Not-for-Profit Partner or Regional.
- 4.1.10     If the application includes a request for AOT Initiative Direct Incentive funds, check the yes box.
- 4.1.11     Signatures: The signatures on the application certify compliance with all TEAM FY 2009 Guidelines. Applications must bear the signatures of the Project Coordinator and the Administrative Official (the person authorized to commit the applicant to provide matching funds). Both signatures are required to process the application.

##### 4.2      **Section B: EZ Advertising**

EZ advertising allows qualified organizations to receive funding for 50 percent of all pre-selected advertisement placements as listed in the EZ Advertising portion of the application (Exhibit A, Section B). Check the box of those EZ Advertising co-op opportunities for which your organization is applying. All costs in the EZ Advertising portion of the application are listed as NET rates. Gross costs (with advertising agency commission) may be billed if the Team applicant is working through an advertising agency. EZ advertising publication profiles are located in Exhibit H.

**All EZ Advertising applications will be evaluated.**



Once approved for matching funds, and due to the specific nature of the EZ Advertising program, no changes or cancellations are allowed within the EZ Advertising portion of the TEAM grant program unless a publication has been cancelled. **No exceptions will be made.**

The following EZ Advertising elements are required:

- 4.2.1 Ad must be approved by AOT prior to placement.
- 4.2.2 All ads must have AOT “Grand Canyon State” logo, if not featured or participating in an Arizona section. Logo must be legible and of equal size to the participant’s logo or must have reasonable equal visibility at AOT’s discretion. Logo guidelines can be found in Exhibit G.
- 4.2.3 AOT “Grand Canyon State” logo must be placed on the bottom right, bottom left or bottom center only.
- 4.2.4 If the ad is four-color, the AOT “Grand Canyon State” logo must be four-color.
- 4.2.5 Only one toll-free number, direct number and Web site address in addition to AOT’s is allowed.
- 4.2.6 Advertisements placed in the Arizona Official State Visitors Guide do not need to include an AOT logo.
- 4.2.7 If an ad is placed within one of the combined “Arizona” sections or in an AOT publication, AOT will notify the participant that an AOT logo is not required on that specific advertisement.
- 4.2.8 Include a copy of the fulfillment piece that will be used as a fulfillment to leads.
- 4.2.9 Budgeted costs may include production costs for ad materials specific to each insertion.
- 4.2.10 Radio placements must include the wording “Arizona Office of Tourism”.

**Note: If an ad is placed without prior written AOT approval, AOT will not be responsible to pay any portion of the ad cost. The full advertisement cost for the ad will be the responsibility of the TEAM participant.**

4.3 Section C: Additional Project Elements – the following project elements must be included as applicable:

4.3.1 Strategic Planning and Research

- List the name, type of project, the budgeted cost and the selected contractor.
- Contracted planning and research services are reimbursable. These include visitor profile research (identifying strong potential market and marketing strategies), SWOT analysis, feasibility studies, database development, etc.
- A detailed explanation of the project need, proposed methodology and scope of work must be included in the application.

4.3.2 Product Development

- Demonstrate potential for sustainable economic impact from tourism-related business. Focus on creating a blueprint to develop a new tourism product that increases the local community or region’s tourism business over an extended period of time.
- A detailed explanation of the new tourism product, proposed methodology and scope of the work.
- A description of how this new tourism product will improve economic activity related to tourism must be included.

4.3.3 Print Placement/Production

- Specify the name of the publication, size of the ad, color, issue date, distribution, circulation number and the budgeted cost of each placement.
- The budgeted cost may include production costs for material specific to each insertion.
- Magazine advertisements are allowed in major Arizona visitor guides (greater than 100,000 annual circulation).
- Only one toll-free number, direct number and Web site address is allowed.

#### 4.3.4 Broadcast Placement

- Specify the stations(s) call letters, designated market area where the spot will run, target audience, length of the spot, frequency (number of times the spot will run), the broadcast dates and the budgeted cost. Budgeted costs may include production costs for materials specific to each insertion.
- Text copy (script) for radio spots must be submitted for prior approval from AOT.
- Text copy (script) for TV spots, and TV storyboards, must be submitted for prior approval from AOT.
- Radio ads are required to include the wording “Arizona Office of Tourism,” and must reach outside the applicant’s county or region.
- Only one toll-free number, direct number and Web site address is allowed.

#### 4.3.5 Outdoor Placement

- Specify the type of outdoor placement, size, highway location, county, dates of display and the budgeted cost. Budgeted costs may include production costs for materials specific to each insertion.
- Billboard placements are allowed on interstates or major highways outside of the project’s county limits. Exceptions must be requested in writing and included with the application.
- A photograph or layout of the proposed billboard content must be submitted for prior written approval from AOT and must contain the AOT “Grand Canyon State” logo.
- Only one toll-free number, direct number, and Web site address is allowed.

#### 4.3.6 Online Advertising Placement/Production

- Describe the portal or search engine on which the advertising placement will appear, as well as the Web site address, a description of the type of advertisement and a brief description of the Web site target audience, the dates and the budgeted cost. Budgeted costs may include production costs for material specific to each insertion.
- All Internet advertising must promote a Web site that features the AOT “Grand Canyon State” logo on the home page of the site.
- All Internet advertising must receive annual creative approval from AOT prior to final placement.
- The home page of the Web site being promoted by the ad placement must also receive annual creative approval from AOT.
- AOT “Grand Canyon State” logo must be placed in the top or side banner, and be viewable from the opening window.

#### 4.3.7 Web Site Development (tourism related sites only)

- Include the name of the Web site, the URL, project description and the budgeted costs. If a Web site developer has been selected, specify the name of the Web site developer. Include a scope of work. Also, in the justification, include how the Web site will be advertised/promoted and a description of what will be featured on the site.

- Funding is available for the development of a new tourism Web site, update or enhancement of an existing tourism Web site, hosting fees, and other services.
- All sites must have the AOT “Grand Canyon State” logo on the home page and must provide a link on the home page to AOT’s Web site at [www.arizonaguide.com](http://www.arizonaguide.com) and must be placed in the top or side banner and be viewable from opening window.
- The home page must receive annual creative approval in writing from AOT.
- Information on the home page is restricted to tourism information and promotion and may not include listings or endorsements of private services or businesses.
- The Web site must have a webmaster contact logo, link or button on the home page.

#### 4.3.8 Printed Materials

- Include the type of printed material, target audience, quantity required, area of distribution, postage for fulfillment (if applicable) and the budgeted costs. If a printer has been selected, list the name of the printer.
- The minimum size of brochure must be 3.5”x8.5” and the maximum size must be 8”x10” in order to be considered for brochure rack display.
- Printed literature must include complete address, phone number with area code and Web site address if applicable. It is also a requirement to include the quantity and date printed.
- A print estimate, issued on the printer’s letterhead, must be submitted with the application.
- A majority of the distribution must be outside of the applicant’s geographical area or region. An explanation detailing where, through what distribution channels, and in what quantity the brochures will be distributed must be included in the marketing plan.
- Highway maps must reflect a geographical outline and provide direction and distances to the traveler. They must be folded to rack size, reflecting the city and state’s name as well as the AOT “Grand Canyon State” logo.
- Travel trade guides shall be targeted toward meeting planners, travel agents or tour operators.
- If contract distribution service is requested, include the terms and extent of contract.
- All publications distributed in foreign countries shall also include the following: the words “Printed in USA,” a West Coast map of the United States highlighting Arizona, a temperature chart (if included) in degrees Celsius, mileage converted to kilometers and address including city, state, zip code and “USA”.
- Toll-free numbers, such as 800,888, etc. that are not accessible in the desired markets cannot be used.
- Ten (10) percent of the total quantity printed must be made available to AOT on an as-needed basis for use at the Painted Cliffs Welcome Center and the Visitor Information Center at the Phoenix Convention Center. Literature must be shipped pre-paid and signature required, in boxes not exceeding 30 pounds, with the quantity and contents clearly marked on each box, or they will not be accepted.
- Materials for specifically dated events should be shipped to the

individual welcome centers at least two months prior to the event.

- The names of private, for-profit businesses or entities may not be used in any portion of a TEAM funded project. The only exception is when the for-profit business or entity is a destination driver. A destination driver must attract tourists by itself, as opposed to serving tourists already in the community.

#### 4.3.9 Audio Visual Material

- List the type of audio-visual material, the target audience for the material, the quantity required, the distribution and the budgeted cost. If a vendor has been selected, list the name of the vendor.
- These must be intended as promotional pieces designed primarily to attract visitors and appeal to those other than local residents.
- Prior to production, a script outline and proposed photography must be submitted to and approved by AOT.

#### 4.3.10 Special Marketing Opportunities

- Include the name of the marketing opportunity, the dates and location, target audience, and budgeted cost. For Familiarization (FAM) Tours only, include a list of potential participants and an Arizona itinerary with application.
- Customer database development opportunity – For database and/or electronic marketing options include leasing names, addresses and e-mails from AOT's consumer database, purchasing contact information for specific markets and using AOT's database management to gather pertinent information on current customer lists. In addition, there are opportunities to participate in AOT's monthly E-newsletter or custom build an E-blast. Services begin at \$750 and increase based on the type of database development requested and number of names leased. For more detailed information and costs, contact AOT's Fulfillment Manager.
- Travel show booth space includes the cost of allotted space as outlined by the travel show contract. This does not include electricity, food and beverages, rental of equipment or other services within the booth. Rental or construction costs of the booth itself are not reimbursable.
- Literature shipping cost is restricted to the commercial freight expense incurred to transport printed materials to a designated travel show.
- Travel costs can be reimbursed on a 50 percent matching basis up to \$1,000 per out-of-state show. The only reimbursable items are airline tickets and hotel rooms. A maximum room rate of \$150 per night applies. Incidentals, food and beverage are not reimbursable. Note: rental cars, parking, gas or mileage will not be reimbursed under any circumstances.
- Accommodation costs are reimbursable for TEAM approved, tourism related travel taking place more than 100 miles from the TEAM participant's place of business. The maximum room rate is \$150 per night.

#### 4.3.11 Media Communications and Public Relations

- For contracted PR services, a detailed explanation of the planned activities must be provided with the application.
- List the name/type of project, and a budgeted cost. If a PR firm has been selected, list the name of the PR firm. Include a scope of work with the application.

#### 4.3.12 Non-Fundable Items – The following items **shall not** be funded through the TEAM grant program:

- Administrative expenses of any sort by the applicant or any agent of the applicant, including commissions, fees or other expenses for administration of the project.
- Employee salaries and/or wages.
- Entertainment and honorarium.
- Food and beverage.
- Audio-visual equipment rental.
- Equipment purchase and rental.
- Hosting costs related to meeting planners.
- Personal incentives including but not limited to: gifts, food and beverage, reception, banquet.
- Items for resale.
- Membership listings and business directories of any kind (in ads, brochures, etc.).
- Beauty pageants and parades.
- Infrastructure.
- Promotional items, including but not limited to: prizes, trophies, plaques, decorations, trinkets, hats, shirts, banners flags, floats, program booklets, stationery, table tents and membership solicitation literature.
- Travel expenses (except for TEAM approved trade shows, familiarization tours, and educational conferences identified in Section 4.3.10 Special Marketing Opportunities).
- In-house administrative postage and office supplies.
- Donations and in-kind contributions to sponsors.
- Construction of permanent structures such as monuments, signs and fixtures.
- Gasoline, parking fees, rental cars or mileage.
- Real estate.
- Anything contrary to state or federal law.

4.4 Section D: Marketing Plan – the following elements must be included:

- 4.4.1 Project Element Objectives – Describe the objective of each project element. The objectives must be measurable, within a determined time frame and point to an end result.
- 4.4.2 Situation Analysis – Identify factors that influence your marketing strategy.
- 4.4.3 Target Market – Include demographic, geographic, activities and travel motivators.
- 4.4.4 Strategies – Describe the manner in which objectives will be achieved.
- 4.4.5 Methods of Tracking – Each project element must include an accurate and quantifiable measurement of tracking the impact.
- 4.4.6 Evaluation – Describe the manner in which success will be measured and in what ways your objectives will be met.

4.5 Section E: Supporting Documentation – the following elements must be included:

- 4.5.1 Certificate of attendance at the FY2009 TEAM workshop or a certificate demonstrating successful completion of the on-line TEAM test.

- 4.5.1.2 **TEAM On-line Test Option** – Applicants that were awarded TEAM funds in FY2008 and have reviewed the FY2009 TEAM guidelines may complete an online TEAM test. If the test participant passes the on-line test, he/she is not required to attend a TEAM workshop. **First time applicants must attend the TEAM workshop and are not eligible to take the on-line test.** The on-line test will be available Monday, February 11, 2008 through Friday, February 29, 2008 at [www.azot.gov/teamtest](http://www.azot.gov/teamtest). Test participants must score 75% or higher in order to pass and be eligible for participation in the FY2009 TEAM program. Test participants will be notified of their score immediately. A TEAM certificate will be issued to the test participant at the email provided within two weeks of passing the on-line test. If the test participant scores 74% or lower he/she may take the on-line test a second time. If the test participant scores 74% or lower on the second test, he/she **must** attend the TEAM workshop on March 14, 2008, in order to submit an application.
- 4.5.2 Signed FY2009 Affidavit in Support of Application (Exhibit C). Regional applications must include a signed affidavit from each regional partner.
- 4.5.3 Signed FY2009 Verification Clause (Exhibit D). Regional applications must include a signed form from each regional partner.
- 4.5.4 Printing estimate(s).
- 4.5.5 Scope of work for all outside vendors.
- 4.5.6 EZ advertising only: copy of the fulfillment piece.
- 4.5.7 Regional applications only: Documentation that the region can support a five-day tourist oriented itinerary and a combination of at least five-hundred (500) hotel beds, campground sites and/or recreational vehicle sites.
- 4.6 **Conformance:** All elements of the application must be bound and collated. Each section must be tabbed A-E respectively. The cover will contain the following: TEAM FY 2009 Application Submission, Name/address/phone/fax/email of the organization submitting the application, name of the Project Coordinator, “Individual”, “Individual with Not-for-Profit Partner” or “Regional” application and date. **Note: Do not include any additional documentation unless otherwise specified within the application.**
- 4.7 **Delivery Instructions:** One (1) typed, signed, original TEAM application and four (4) copies must be received by AOT no later than 5:00 p.m. Friday, April 18, 2008. Handwritten applications or those submitted via fax or email will not be considered. **Late applications will not be accepted. Incomplete applications will not be eligible.**

**FY 2009 TEAM Grant Program**  
**ATTN: Mary–Ellen Kane**  
**Procurement Manager**  
**Arizona Office of Tourism**  
**1110 W Washington Street, Suite 155**  
**Phoenix, AZ 85007**

## **5 General Project Guidelines**

To qualify for funding, projects must meet all of the following requirements;

- The primary function of the project must be tourism promotion.
- The project must be designed to stimulate economic growth.

- The project must also be designed to enhance future tourism development.
- The TEAM applicant must demonstrate the ability to track the impact and effectiveness of the project.

5.1 General Project Elements - Adherence to the following elements is required;

- 5.1.1 TEAM participants cannot transfer funds from one specific TEAM project to a different project without prior written approval from AOT.
- 5.1.2 AOT approval for all project items is mandatory and may take up to 14 business days from the date of receipt.
- 5.1.3 When using print media, publications must be chosen based upon the appropriate target audience as identified in the applicant's marketing plan.
- 5.1.4 AOT's "Grand Canyon State" logo (Exhibit G) must be featured prominently on all print, internet advertising, audio-visual and Web site development projects, printed materials and outdoor and television broadcast placements. If the project is produced in four-color, AOT's "Grand Canyon State" logo shall also be in four-color. Logos are available from AOT in printed format.
- 5.1.5 Special events, festival advertising and/or promotion are limited to the first two (2) years of the event or festival. TEAM funding is intended to help launch an event and for the event to become self-sustaining. A special event or festival can only receive TEAM funding for advertising and promotion after the first two (2) years when it is advertised in a series or seasonal format with at least three (3) other events.
- 5.1.6 TEAM funding must not be used for any marketing effort (ads, brochures, flyers, etc.) that include a sponsor or co-advertiser, which by itself would not be eligible for TEAM funding.
- 5.1.7 The names of private, for-profit entities must not be used in any portion of a TEAM funded project. The only exception where the name of a for-profit entity may be used is when the entity is a destination driver.
- 5.1.8 A destination driver must attract tourists by itself, as opposed to serving tourists already in the community. Examples include the Historic Copper Queen Hotel in Bisbee and the Verde Canyon Railroad in Clarkdale. Uniqueness and differentiability are key components of a destination driver. AOT will make the final determination as to whether an entity is a destination driver.
- 5.1.9 No more than three (3) for-profit destination drivers may be mentioned in an ad smaller than 1/2 page. The maximum for 1/2 to 1 page is five (5) destination drivers, and for a multi-page advertisement or brochure no more than ten (10) can be named.
- 5.1.10 Photos of a for-profit attraction that is a destination driver may be used in advertorials and brochures, but not on the front cover. The size of a photo must be consistent with other photos in the piece. Copy related to destination drivers must be informational only, and no phone numbers or addresses can be included for the destination drivers – all inquiries must go to the DMO/TEAM participant. The names of the destination drivers must be the same font size as the surrounding copy, but may be bolded.
- 5.1.11 A for-profit destination driver shall be promoted only in addition to the promotion of the destination as a whole, so that the primary emphasis of the promotion is on the destination, not the for-profit destination driver.
- 5.1.12 All marketing efforts must be at least 50 miles outside of local area and geared to visitors.
- 5.1.13 Only two logos are allowed; the AOT "Grand Canyon State" logo and the TEAM



participant. The only exceptions are if the TEAM applicant is partnering with a not-for-profit tourism organization or is submitting a regional application.

## 6 Evaluation Criteria Guidelines

The maximum possible score is 100 points. **Applications scoring less than 45 points will be automatically disqualified for funding.** Evaluation will be based on the following criteria:

- 6.1 Application includes a clear description of the tourism marketing efforts.
- 6.2 Application includes a complete description and objective of each project element.
- 6.3 Application includes clearly identified and viable target markets.
- 6.4 Application includes a reliable tracking method for each project element.
- 6.5 Application includes a clear description of how successes will be measured and how objectives will be met.

## 7 Reimbursement Guidelines

Complete the FY2009 Reimbursement Request form, (Exhibit E). This form is also available via e-mail at [gschlottman@azot.gov](mailto:gschlottman@azot.gov) or on-line at [www.azot.gov](http://www.azot.gov) under the Grants section.

Reimbursements that are accurate and complete will be processed and distributed no later than 30 days after receipt. **If the Reimbursement Request is missing any component of the required support documentation, the Request will be returned to the applicant, and payment may be delayed or denied at the discretion of AOT.**

The Reimbursement Request form must contain the following elements;

### 7.1 Section A – Applicant Information

Complete the section as required. Identify any information that has changed from the original TEAM application.

### 7.2 Section B – Reimbursable Items

7.2.1 Identify each reimbursable item under the appropriate heading. A reimbursable item is one that has been pre-approved by AOT from the original application or has received approval for change and was performed according to TEAM grant program guidelines.

7.2.2 In the “Dollars Spent” column, indicate the amount paid to accomplish this item. Do not include other amounts from the invoice, (i.e. balance forward and late fees). Use the same terminology as was used in the application to describe the items or marketing projects.

### 7.3 Section C – Total Spent

Indicate the total dollar amount of all reimbursable items for the “Grand Total Spent.” If approved, 50 percent of the Grand Total Spent will be reimbursed up to the total amount of the award. Projects submitted for reimbursements that were not previously approved or those that do not meet guideline requirements risk losing some or the entire award.

### 7.4 Section D – Reimbursement Documentation

All required reimbursement documentation must be attached and submitted with the Reimbursement Request form. Reimbursement Request forms are not required for any “EZ



Advertising” placement in which the TEAM participant has AOT approval. TEAM participants will be billed directly by the publication for 50 percent of the total cost of the placement. TEAM participants must pay for the advertising in a timely manner.

Note: The State reserves the right to audit all relevant financial data.

#### 7.5 Section E – Signatures

The Reimbursement Request form must be signed by both the Project Coordinator and the Administrative Official as identified in the original application. By signing the Reimbursement Request form, the signatories confirm that all information contained in the request for reimbursement is accurate and in accordance with TEAM FY 2009 Guidelines.

Failure to provide an original (not copied or electronic) signature of both the Project Coordinator and the Administrative Official will result in denial of the reimbursement and return of the Reimbursement Request form.

#### 7.6 Deadline for Reimbursement Requests

All requests for reimbursement must be received by AOT no later than 5:00 p.m. Friday, May 29, 2009. **No exceptions will be granted.**

### 8 **Dissolution of Chamber of Commerce or Non-Profit Organization**

In the event of dissolution of an awarded FY2009 TEAM participant, the project coordinator must notify AOT immediately. Projects completed before the dissolution will be reimbursed in accordance with the TEAM FY2009 Reimbursement Guidelines. All unused funds will revert back to AOT.

### 9 **Project Effectiveness Guidelines**

At project completion, it is mandatory that each TEAM participant assess the project’s results using the Project Effectiveness Form (Exhibit F). This form is also available via e-mail, at [gschlottman@azot.gov](mailto:gschlottman@azot.gov) or online at [www.azot.gov](http://www.azot.gov) under the Grants section. This information is used to compile pertinent data regarding the effectiveness of the project as well as the TEAM grant program. Project Effectiveness Forms must be received by AOT no later than 5:00 p.m. Friday, October 30, 2009.

### 10 **Failure to Comply**

Failure to comply with any of the guidelines and/or requirements included in this document will disqualify the TEAM applicant from participating in the TEAM grant program in any subsequent year in which the applicant submits a TEAM application.

## **EXHIBITS**